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# Headquarters

United States Army Forces Command

**FORSCOM 4th Quarter FY 06 Risk Assessment**

**Fort McPherson, GA**

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As of  
000025MAY06



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# Historical & Analytical Summary

## Findings

- Significant reduction in 2006 year to date accidental fatalities
- Surge in fatal motorcycle accidents in the Second & Third Quarters of 2006
- AMV accidents involving rollover continue to kill Soldiers in CONUS and theater
- Recent negligent discharges show continued need for training
- Continued incidents of death due to undiagnosed medical conditions
- High OPTEMPO and repeated rotations stress units and individuals

## 4th Qtr Major Concerns

- POV & Motorcycle Fatalities
- Army Tactical Vehicle Operations
- Weapons Handling
- Preventing Combat Casualties
- Mobilization & Deployment
- Redeployment & Reconstitution
- Training, Exercises & Homeland Operations
- Transformation
- Aviation Operations

Standards &  
Discipline

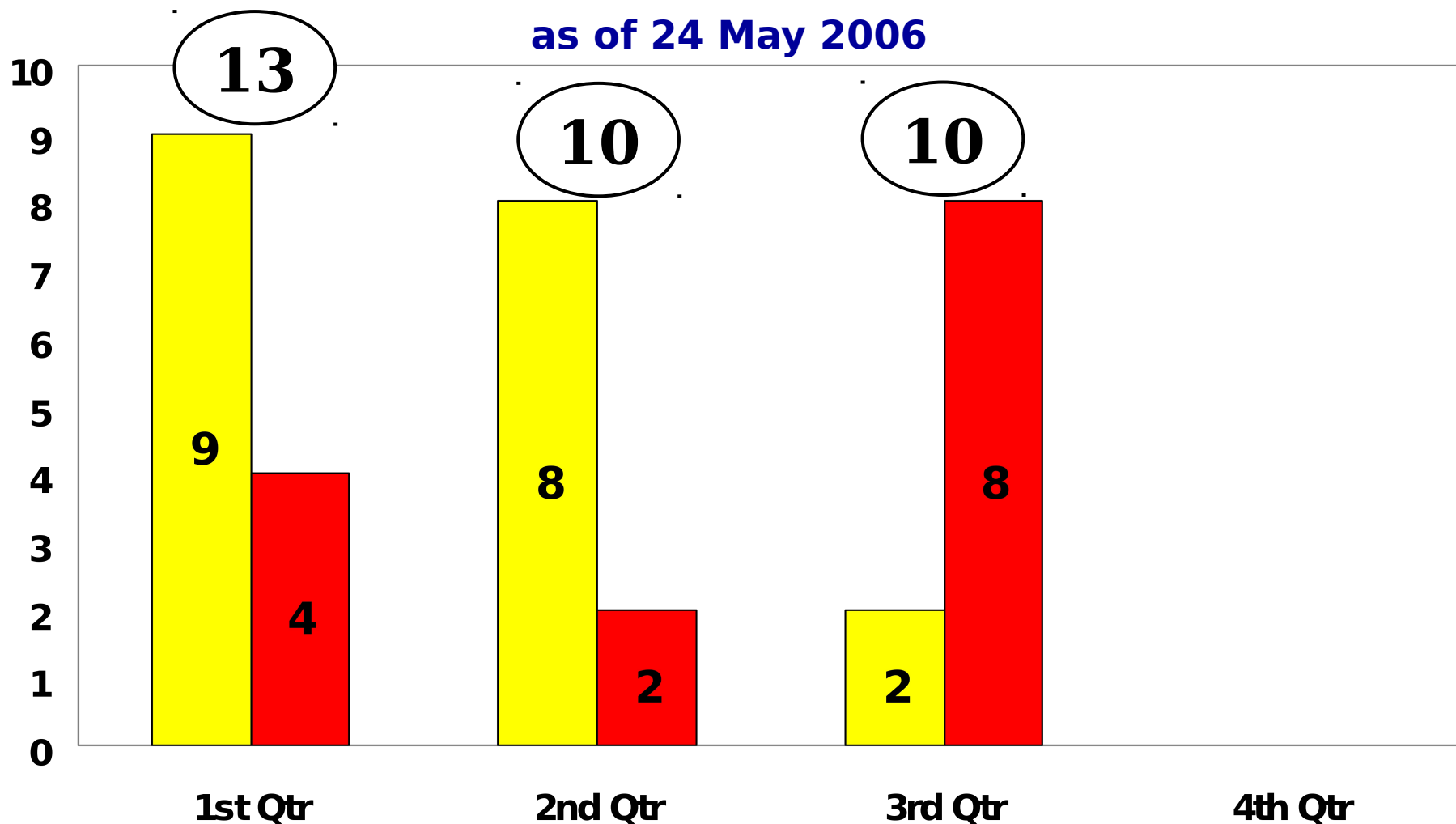




# FORSCOM POV Fatalities FY 2006

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as of 24 May 2006



■ Sedan/Truck (19) ■ Motorcycle (14)

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## Areas of Concern - Initial Risk



Areas of Concern		
<b>Standards &amp; Discipline</b>	<b>POV &amp; Motorcycle Operations</b>	Ex Hig
	<b>Army Tactical Vehicle Operations</b>	Ex Hig
	<b>Preventing Combat Casualties</b>	Ex Hig
	<b>Mobilization &amp; Deployment</b>	Ex Hig
	<b>Redeployment &amp; Reconstitution</b>	Ex Hig
	<b>Weapons Handling</b>	Hig h
	<b>Training, Exercises &amp; Homeland Ops</b>	Hig h
	<b>Transformation</b>	Hig h
	<b>Aviation Operations</b>	Hig h

 Low Risk    Moderate Risk    High Risk    Extremely High Risk

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# POV Operations - Other than Motorcycles

## POTENTIAL RISKS

- Injury, disability or death
- Speed/aggressive driving/boating
- Driving under the influence, drowsy or distracted
- Mission degradation
- Failure to wear seatbelts/floatation devices

## CONTRIBUTING FACTORS

- Longer periods of daylight
- Inexperience/lack of training
- Personal/family hardship
- Spring and summer driving weather
- Post deployment purchases of high-performance machines

## CONSIDERATIONS

- Leadership: helping Soldiers internalize their sense of self-worth
  - Command emphasis
  - First line leader interaction
  - Leader education
  - Commanders safety course
  - Additional Duty Safety course
  - Soldier Risk Index (SRI) POI
- All first-line leaders use SRI to identify and assist at-risk Soldiers
- Address at-risk behavior in training and counseling
  - Driving impaired, drowsy or distracted
- Aggressive driving
  - Failure to use seatbelts
- Review of leave/pass travel plans
  - Pre-leave risk assessment (ASMIS-2) mandatory
  - Vehicle safety inspection
- Brief seasonal driving hazards
- Maximize use of installation driver training programs
- Enforce revocations of driving privileges
- Comply with AR 600-8-4 (Para 2-6) in making line of duty determinations





# POV Operations - Motorcycles

## POTENTIAL RISKS

- Injury, disability or death
- Lack of visibility by other motorist
- Personal behaviors
  - Speed
  - Alcohol
  - Fatigue
  - "X-treme" driving (trick riding)
  - Driving beyond limitations

## CONTRIBUTING FACTORS

- Increase in motorcycle use with warmer weather
- Inexperienced riders
  - Powerful/responsive motorcycle
  - Unfamiliarity with equipment
  - Lack of awareness
- Lack of protection
- Hidden obstacles
- Environmental conditions (weather, light, surface, traffic)
- Mechanical issues

## CONSIDERATIONS

- Leadership: helping Soldiers internalize their sense of self-worth
  - Command emphasis on identifying motorcycle riders in their command
  - First line leader interaction
  - Soldier Risk Index (SRI)
  - STOPP program
  - Vehicle inspections
  - Promote motorcycle awareness
- Enforce Motorcycle Safety Foundation basic course
- Develop mentorship programs
- Enforce licensing requirements and use of proper PPE
- Reinforce hazard avoidance basics
  - Adjust to weather & light conditions
  - Drive defensively - be aware of roadway obstacles and larger vehicles
  - Avoid peak periods & high use roads
  - Avoid speed/alcohol/fatigue/X-treme riding/pushing limits



# Army Tactical Vehicle

## POTENTIAL RISKS Operations CONSIDERATIONS

- Injury, disability or death
  - Lower unit morale
  - Loss of combat power/vehicles are NMC
- In theater vehicle rollover accidents
- Fatigue/stress
- Collisions with civilian vehicles/local nationals/pedestrians

### CONTRIBUTING FACTORS

- Inadequate enforcement of standards
- Inexperience/inadequate training
  - Insufficient vehicle-specific training
  - Inadequate driver training facilities
- Driver attitudes & behavior
  - Speed
  - Fatigue
- Up-Armor kits add weight, changes the center of gravity & handling characteristics
- Poor road conditions
- Off road maneuvering
- Purchasing non-Army approved equipment instead of using Army approved

- Leader/NCO involvement at all levels
- Execute effective driver training
  - To standards in AR 600-55
  - Increase supervised driving time with NCOs as TC/VC for inexperienced driver
  - Pursue driving range improvements and training with up-armored HMMWVs in CONUS/OCONUS
  - Stage HMMWV Egress Assistance Trainers (HEAT) for use at CTCs, Mob Sites and major troop installations
  - Train & rehearse rollover drills
- Enforce rest cycles IAW AR 385-55
- NCOs lead by example & enforce strict speed limit compliance
- M1114 UAHMMWV Combined Safety Smart Card
- Do not purchase non-Army approved equipment (example TACOM SOUM 06-12 "Operational" Cooper Sling Seat affects all M1114 Up-Armored HMMWVs) for vehicles





# Preventing Combat Casualties

## POTENTIAL RISKS

- Exposure to hostile forces
- Improvised Explosive Devices
- Acceptance of unnecessary risk to complete the mission
- Injury or death due to poor physical condition/undiagnosed conditions
- Loss of mission essential equipment
- Mission degradation

## CONTRIBUTING FACTORS

- Inadequate unit level risk management
- Fluid OPTEMPO
- Inexperience or lack of training
  - Weapon systems & equipment
  - Tactical driving/egress under fire
  - Evolving enemy weapons and tactics
- Lack of situational awareness
- Stress, fatigue & a failure to properly hydrate
- Environmental conditions - roads, weather etc.
- Personnel turnover & infrequent CTT

## CONSIDERATIONS

- Ensure leaders are trained to use Composite Risk Management
- Conduct effective counter-IED training
  - Update IED briefings to meet evolving threat
  - OIF IED Smart Card
  - TIED2 Simulator
- Conduct multi-level training/preparation for ALL convoys & off-base operations
  - Issue intelligence briefing
  - Conduct reconnaissance & security
  - Perform risk/vulnerability analysis
  - Rehearse and conduct contact battle drills at individual, squad/team, and unit level.
  - Enforce use of Army approved body armor (TACOM SOUM 06-17)
- Train and rehearse rollover drills
- Ordnance disposal performed only by qualified EOD personnel or Explosive Ordnance Clearance Agents (EOCA)







# Redeployment & Reconstitution

## POTENTIAL RISKS

- Increased fatalities due to:
  - Complacency & reintegration stressors
  - Fatigue
  - Soldier at risk behavior
- Perceived invincibility - increased personal risk
- Inadequate rear detachment controls
- Losing sight of mission and standards

## CONTRIBUTING FACTORS

- Reintegration with family/job
- Use of deployment earnings on high performance machines and risky recreational activities
- Personnel turn-over
- Post Traumatic Stress

## CONSIDERATIONS

- Leaders participate in redeployment counseling sessions for Soldiers/families
- Positive control by a dedicated rear detachment commander with a professional staff
- Deployment Cycle Support (DCS): ensure block training is allotted for risk management
- Post placement programs for marital and mental health counseling should be encouraged
- Required post-deployment decompression period





# Mobilization & Deployment

## POTENTIAL RISKS

- Vehicular accidents
- Rail head & port fatalities
  - Crushed by moving vehicles/equipment
  - Struck by falling objects/shifting cargo
  - Electrical fatalities
  - Drowning
  - Trips, slips, falls
- Physical exertion related injuries
- Hot weather injuries

## CONTRIBUTING FACTORS

- High OPTEMPO
- Transition to unfamiliar vehicles & equipment
- Limited collective & individual training opportunities
- Acclimatization & physical conditioning
- Leader shortages
- Integration issues
- Spring and summer weather

## CONSIDERATIONS

- Leader/NCO involvement
- Effective training
  - Rail head/port operations
  - Vehicle-specific driver certification
  - Convoy procedures
  - Electrical/fire safety
  - Physical conditioning
  - Drown proofing
- Positive control of convoy movement
- Train and enforce hot weather hazards and mitigation
- Well-established rear detachment
- Distribution of lessons learned





# Weapons Handling

## POTENTIAL RISKS

- **Negligent Discharges**
  - Lack of Training in Clearing & handling weapons
  - Horseplay
  - Experimentation
- **Fatalities from use of Non-Standard Weapons and Ammunition**

## CONTRIBUTING FACTORS

- **Complacency**
- **Lack of familiarity with assigned weapons**
- **Increased OPTEMPO**
- **Increased access to weapons & ammunition**
- **Conflicting procedures in TMs & FMs**
- **Muzzle control & awareness**

## CONSIDERATIONS

- **Train to Army standards for weapons clearing**
- **Inspect redeploying weapons systems and vehicles (SOUM 05-002)**
- **Leader engagement & enforcement of controls**
- **Pre-deployment review of weapons handling procedures**
- **Establish & disseminate rules of engagement & weapons status levels**
- **Install clearing barrels**
- **Current DA policy and guidance regarding non-standard ammunition and explosives**





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# Training, Exercises & Homeland Operations

## POTENTIAL RISKS

- Personal Injuries
  - Physical conditioning/acclimatization
  - Knowledge/familiarity of weapons systems and equipment
- Military vehicle accidents
  - Vehicle rollovers/convoy ops
  - Soldier proficiency in heavier vehicle, battle gear, and seatbelts
  - Desert terrain/sand storm ops
- NTC & JRTC fatalities
  - Realistic training/live-fire operations
  - Light-heavy combined operations
- CONUS/OCONUS port and rail ops

## CONTRIBUTING FACTORS

- Non-standard pre-deployment training
- Inexperience with newly fielded vehicles, equipment, and weapons
- Non-school trained vehicle operators
- Minimal training available at CRCs
- Composite Risk Management not incorporated in training

## CONSIDERATIONS

- Physical screening/Readiness
- Mandatory pre-deployment weapons training on theater weapon systems
- DOD approved driver training for all drivers, co-drivers and vehicle cdrs
- Mission rehearsals & risk assessments for CTC rotations & exercises
- Review, acceptance and mitigation of risk at appropriate level for all training
- Review and rehearse convoy ops and train convoy commanders
- Full battle gear and seatbelts worn during all training and exercises.
- Leaders present for verification and documentation of all training
- Inclusion of USAR Army Safety Augmentation Detachment assets

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# Transformation

## POTENTIAL RISKS

- Lack of familiarity with new missions, organization & equipment
- Safety staffing shortfalls in supporting new organizational structure
- ~~Manning shortfalls in RC units~~ preclude filling all slots in modular organization

## CONTRIBUTING FACTORS

- Pace of change
- Transformation concurrent with war-time missions
- Resource availability
  - Personnel & equipment
  - Training time/resources

## CONSIDERATIONS

- Fully fill 106 safety specialist positions authorized in 2005  
**AUGTDA**
- Adequately train safety specialists on risk management and tactical safety
- Conduct quality NET training for new systems
- Ensure sufficient time/resources to adequately train on weapons & tactics
- Leaders thoroughly study & examine new TTPs -integrate system safety measures





# Aviation Operations

## POTENTIAL RISKS

- Crashes/hard landings resulting in fatalities
- Inability to accomplish the mission
- Increase in accidental losses
- Loss of Pre/Post deployment training time
- Loss of currency and proficiency in aviation operations
- Noncompliance with established procedures
- Inadequate application of crew coordination elements and principles
- Stress and fatigue
- Indecisiveness when reacting/responding to unexpected situations

## CONTRIBUTING FACTORS

- Unexpected weather changes
- Personnel and equipment shortages
- High maintenance demands
  - Deferred maintenance
  - RESET program
  - Parts availability
- ARFORGEN Implementation
- Task/Organizational Changes
  - High personnel turn over
  - Inexperience

## CONSIDERATIONS

- Establish and employ a “mentorship” program in all aviation and maintenance operations
- Prioritize mission requirements; employ RA/CRM from notification to completion
- Discuss crew coordination and employ proper crew mix
- Select experienced supervisory personnel for management of all maintenance tasks
- Maintain continuity of all training programs
- Apply the “From simple to more complex” approach to individual and collective training
- Maximize use of local aero medical resources
- Analyze/disseminate lessons learned from accident reports and near misses
- Reevaluate crew endurance program and allow time for personal recovery
- Match training to environmental and weather conditions
- Reassess briefing officer, pilot in command and non-rated crewmember selection and training
- Implement a flight regulations and procedures refresher training program



# Standards and Discipline

## POTENTIAL RISKS

- Composite Risk Management not consistently understood and used
  - Safety not prioritized or emphasized
  - Standards known but not enforced
  - Risk decisions not elevated to appropriate level
- Task completion using non-standard means
  - Less than required personnel available
  - Insufficient equipment or resources
  - Insufficient time
  - Absence of leader supervision
- Fatigue affecting adherence to standard
- Soldiers and leaders ignore known risk
- Competing training priorities and fielding of new equipment

## CONTRIBUTING FACTORS

- Many Leaders/NCOs have not taken the online Commander's Safety Course and or the Additional Duty Safety Course.

## CONSIDERATIONS

- Command emphasis in hazard identification during unit training and operations
- Command clarification of acceptable risk levels and authority
- First line supervisor involvement in all activities
- Commanders must comply with the list of "must do's" located on the CRC website under the Commanders Corner banner.
- NCO Loss Prevention Leadership Program
  - Safety bullets on evaluations mandatory
  - Commander's Safety Course mandatory for CSM/SGM/1SG/MSG
  - Additional Duty Safety Course for PSG
  - Individual Risk Index training for all Soldiers
  - Brigade CSMs conduct fatality review boards
- Execute mission by unit SOP
- Apply Composite Risk Management (including the STOPP Program) to all processes, on and off duty
- Compliance with revocation of on-post driving privileges IAW AR 190-5
- Compliance with AR 600-8-4 in Line of Duty determinations





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# Areas of Concern - Residual Risk



Areas of Concern		Initial Risk	Residual Risk After Controls Added
Standards & Discipline	POV & Motorcycle Operations	Ex Hig	Hig h
	Army Tactical Vehicle Operations	Ex Hig	Hig h
	Preventing Combat Casualties	Ex Hig	Hig h
	Mobilization & Deployment	Ex Hig	Hig h
	Redeployment & Reconstitution	Ex Hig	Hig h
	Weapons Handling	Hig h	Mod
	Training, Exercises & Homeland Opns	Hig h	Mod
	Transformation	Hig h	Mod
	Aviation Operations	Hig h	Mod

● Low Risk ● Moderate Risk ● High Risk ● Extremely High Risk

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## **Commander's 4th Quarter FY 06 Goal**

**Focus the efforts of leaders at all levels to influence Soldier behavior and dramatically reduce accidental fatalities in the following areas:**

- **Privately Owned Vehicles-including motorcycles**
- **Army Motor Vehicles/Combat Vehicles**
- **Aviation**
- **Negligent discharge**
- **Physical fitness**





## End State

**Enhanced operational readiness, in an environment in which leaders and Soldiers are risk aware but not risk adverse.**

- **Leaders actively involved in the lives of Soldiers, helping them to internalize a sense of self-worth**
- **Appropriate risk decisions made at the proper level**
- **Composite Risk Management integrated into task planning, preparation and execution**

